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Operations



With the post-2015 Sustainable Development Goals (SDGs) representing the issue of the moment in terms of international cooperation and development, the TaiwanICDF not only continues to achieve results based around the MDGs, but is also seeking to establish a new framework based upon the SDGs as the context for its next phase of development. This will include projects promoting economic development, job security and good governance, and global partnerships that promote “global public goods.” We are also developing several other operations designed to reduce poverty, put an end to hunger, improve health and education systems, and safeguard environmental sustainability, all in the hope of contributing toward human development.

As Taiwan’s specialist development assistance organization, over many years the TaiwanICDF has responded to the needs of partner countries and helped them in building capacity via Taiwan’s comparative advantages, implementing a range of operations based around technical cooperation, lending and investment, international human resources, humanitarian assistance and overseas volunteering. As part of this process we have gradually put the principles of the Paris Declaration into practice, including ownership and managing for results, thereby enhancing aid effectiveness and supporting the pursuit of sustainable development.

The TaiwanICDF has also undergone its own reforms in accordance with the practices of international organizations, and will continue to pursue complementary measures. Drawing on objective,

scientific analyses, we are also better able to pinpoint and resolve problems encountered during the implementation of each project, improving and enhancing our organization’s operations.

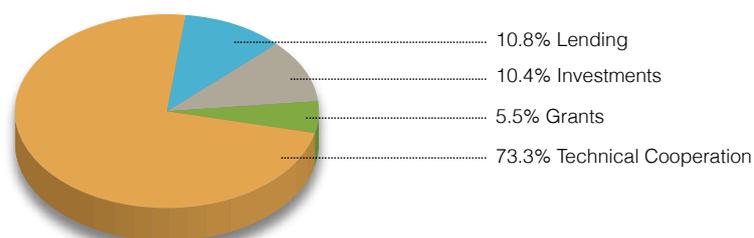
Emphasizing the Supervision And Appraisal of Projects, Ensuring Project Quality and Effectiveness

The TaiwanICDF takes both financial and technical feasibility into account when implementing its projects. We first assess needs, allocating resources on a results-oriented basis, and, by following the project cycle, begin with project identification, preparation, appraisal, approval, implementation, completion and post-evaluation, providing a solid basis for successful results. We are striving to make every project as cost effective as possible

by utilizing systematic considerations and goal-oriented processes.

In terms of projects and funding, total expenditures associated with all TaiwanICDF projects in 2014 amounted to NT\$1.73 billion (including lending and investments of NT\$367 million, and technical assistance and grants of NT\$1.36 billion). The largest share of expenditures was given over to technical cooperation (73.3 percent, or NT\$1.27 billion), and then projects funded by lending (10.8 percent, or NT\$186.1 million), investments (10.4 percent, or NT\$180.9 million) and grants (5.5 percent, or NT\$95.7 million).

Figure 1 Total Expenditures by Project (2014)



Technical Cooperation

Taiwan has been promoting international agricultural assistance projects ever since 1959, even during its time as a recipient of international aid, implementing such initiatives over many years through overseas technical missions and project-based technical support provided by project managers. Taiwan's professional know-how and experience of agriculture, public health and medicine, education, ICT and environmental protection are passed on to partner countries in order to expand their potential for national development within the context of their existing infrastructure.

The TaiwanICDF operates Taiwan Technical Missions and carries out specially commissioned projects on behalf of the Ministry of Foreign Affairs, besides engaging in its own public health and medical projects.

The planning of the TaiwanICDF's projects follows the principle of ownership espoused in the Paris Declaration. The TaiwanICDF understands the specific needs of partner countries and integrates these countries' economic, social and environmental protection development strategies, providing

assistance via Taiwan's own comparative advantages, and invites associated institutions and experts to participate in the appraisal and examination of projects. Meanwhile, the TaiwanICDF also sends specialists to every partner country to carry out on-site evaluations, during which specialists negotiate with the government and stakeholders to identify core issues, to appraise project feasibility and to develop strategies. Projects are approved and then implemented by our partner countries, with TaiwanICDF specialists providing the necessary technical support and consultation during this phase, as well as assisting cooperating units to carry out basic training that builds capacity and ensures project effectiveness, thereby maximizing the effectiveness with which resources are utilized, and promoting the sustainable development of projects.

In recent years, the TaiwanICDF has striven to upgrade the technical level of projects, integrating issues such as the prevention of agricultural epidemics, the conservation of biodiversity, e-government and GIS into its cooperative initiatives. The

transfer of skills taking place as part of these projects is of great help to the overall development of partner countries.

Overseas Missions

In 2014, MOFA commissioned the TaiwanICDF to oversee the operations of 15 technical, medical and trade missions and one other branch office, staffed by a total of 82 technicians (including seven resident officers), and to handle 25 projects and new projects under preparation in 29 partner countries.

Given the differing conditions and capacities of different areas, the TaiwanICDF follows the principle of taking measures suited to local conditions, and pursues only the most appropriate approaches toward implementation. Technical missions have been stationed in areas where infrastructure is poor and technical human resources are lacking, with such missions serving as the driving force behind project implementation, and with specialists at cooperating units and technicians implementing the more straightforward aspects of projects and gradually building capacity in the project implementation process.



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A total of nine technical missions were in operation in Asia-Pacific, overseeing projects involving agriculture, horticulture, aquaculture and animal husbandry; two technical missions and one medical mission in Africa oversaw projects involving agriculture, horticulture and medicine; and two technical missions and one trade mission in Latin America and the Caribbean oversaw projects involving horticulture, agriculture and trade. By the end of 2014 a total of seven projects had been successfully handed over to partner countries and remained under operation, while ongoing projects continued to be implemented according to schedule. We also continued to enhance the capacity building of technicians in cooperating units in the hope of achieving sustainable project operations through bilateral technical cooperation.

To take the Hog-raising Project implemented by the Taiwan Technical Mission in the Solomon Islands as an example of the TaiwanICDF's efforts vis-à-vis sustainable operations, the project served as a national development

initiative designed to promote local pork production, aiming to promote consumption of pork and strengthen local technicians' breeding and feed production capabilities. The mission also cooperated with international organizations such as the Secretariat of the Pacific Community (SPC) and Gesellschaft für Internationale Zusammenarbeit (GIZ) in providing comprehensive support to this partner country.

Elsewhere, the ROC-Burkina Faso Medical Project implemented by the Taiwan Medical Mission has adhered to the principle of managing for results. In recent years, the project has provided clinical services, promoted health education and held local training courses designed to build the capacity of local personnel in the fields of medical engineering, midwifery and medical administration.

Projects

MOFA also commissioned the TaiwanICDF to carry out 29 special projects. For countries with better infrastructure and higher project participation rates, the TaiwanICDF implements such projects using a

project manager system.

A project manager system involves dispatching a project manager to a partner country to supervise the progress of a project. Partner countries may designate one or more technicians to participate in projects in accordance with the directions and strategies defined by project orientation, program management and the project cycle. These technicians will also finalize a project's content, goals, implementation schedule and financing, as well as the tasks of all cooperating technicians, to ensure project effectiveness and strengthen the control of inputs.

In 2014, the TaiwanICDF posted 60 technicians overseas to oversee a range of projects involving vocational training, ICT, the production of local specialties, landscaping and transport construction, and horticulture and aquaculture. Some 41 projects were also under evaluation for the Latin America and Caribbean region, as were 11 for Asia-Pacific, and five for Africa.

To take our ICT Technical Cooperation Project in St. Vincent and the Grenadines as an example



- 1 Wang Der-lon (third from right), a technician with the Taiwan Technical Mission in the Solomon Islands, demonstrating to students the purpose and techniques involved in operating on pigs.
- 2 Technical and vocational education and training programs help to cultivate the expertise of young people in our partner countries, supporting their future career development, as well as such countries' economic development.
- 3 The Taiwan Medical Mission in Burkina Faso hosts its first medical engineering training workshop, including an outdoor session on the repair and maintenance of operating tables.

of such operations, the project aims to assist St. Vincent and the Grenadines in promoting the utilization of e-government services, closing the digital divide, and developing ICT-related human resources. A National ICT Center has been set up and serves as an integrated ICT platform in this partner country, while the project has also provided training courses to expand ICT capacity among government officials.

Elsewhere, we continued to develop projects in emerging disciplines based on partners' needs, in accordance with their specific national development strategies. To take our Census and Classification of Plant Resources in the Solomon Islands as an example, statistics indicate that the country's abundant ecosystems are home to more than 7,000 native species. In the past 10 years, however, massive deforestation and the cultivation of cash crops such as oil palm and cocoa has caused the gradual reduction of native forests, putting the existence of many native species under significant pressure and driving others to the brink of extinction. This led Solomon Islands authorities to invite the TaiwanICDF to implement a five-year project that aims to conduct a survey of local plant species, promote local conservation and enhance local botanical capacity in support of sustainable development.

Public Health and Medicine

Providing globalized medical and humanitarian assistance and contributing toward the welfare of the global health and medical environment are leading streams of thought within the field of international health care, and serve as a vision

for the MDGs. With these goals set to expire in 2015, the TaiwanICDF continues to develop public health and medical operations based on the post-2015 development agenda, integrating past experiences and promoting related projects based on the principle of ownership, including through its Healthcare Personnel Training Program, and its Used Medical Equipment Donation and Training Project, as well as other public health and medical projects.

Working with Taiwanese medical institutions and organizations, the TaiwanICDF has raised the capacity of medical personnel in partner countries through the implementation of its Healthcare Personnel Training Program, inviting overseas medical personnel to Taiwan to attend clinical training over periods of approximately one to three months. Sharing experiences and transferring medical techniques improves participants' professional capacity to great effect. In addition to the fact that the program raises the visibility of Taiwan's advantages in health and medicine through cooperation with 17 institutions, participants are also expected to provide assistance to future TaiwanICDF projects by becoming instructors or project facilitators after returning home.

Furthermore, our Used Medical Equipment Donation and Training Project responds to partner countries' requirements in accordance with the state of their health care environment, cooperating with the Ministry of Health and Welfare's Global Medical Instruments Support and Service Program in procuring and repairing second-hand medical equipment. In 2014, we donated medical equipment to St. Vincent and the Grenadines and Palau, and also held associated training in Palau.

Elsewhere, the TaiwanICDF is currently implementing a Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project. Working with international organizations, our aim is to enhance the tracking efficiency for mobile populations suffering from HIV/AIDS, tuberculosis and hypertension within the health information systems in South Africa and Malawi, thereby increasing survival rates. In addition to inviting officials to Taiwan for observation activities in 2014, the project has also completed the installation of hardware and conducted training on related software at partner hospitals in Malawi, including a System Software Development, Maintenance and Troubleshooting Training Course and a System Hardware Operations, Maintenance and Troubleshooting Training Course.

In the future, the TaiwanICDF will continue to implement core strategies and respond to the needs of partner countries based on Taiwan's own advantages, launching new public health and medical projects, such as a Capacity Building Project for the Prevention and Control of Chronic Renal Failure in Belize, and a Maternal and Infant Health Care Improvement Project in Swaziland. Meanwhile, we will not only integrate resources, strengthen partnerships and develop new projects through cooperation with various public and private departments, but also transfer public health experience to partner countries, raising partner countries' capacity building and their potential to develop sustainably.

Interview 1

Senator Camillo Gonsalves, Minister of Foreign Affairs, Foreign Trade, Commerce and Information Technology, St. Vincent and the Grenadines

Present, Future Cooperation in ICT Developing E-Government, Realizing Local Potential in St. Vincent and the Grenadines



“Taiwanese cooperation is really going to revolutionize the way our government deals with ICT and our people interact with the government.”

That’s the view of Senator Camillo Gonsalves as he surveys the TaiwanICDF’s ICT Technical Cooperation Project and discusses plans for future cooperation in e-government in his native St. Vincent and the Grenadines, speaking during a visit to TaiwanICDF headquarters at the start of a weeklong visit to Taiwan in December.

Senator Gonsalves is directly responsible for the promotion and development of his country’s ICT sector, and for the government’s Information Technology Services Division (ITSD), whose personnel have worked alongside the TaiwanICDF since the project began in 2011.

The crown jewel and culminating feature of the initiative was the establishment of the SVG E-Government Centre, the nation’s hub for ICT.

“The ‘before Taiwan’ story is that we were antiquated; a lot of work was being done by this or that individual ministry or individual department, but there was no coordination among them,” Senator Gonsalves says. “Very often different systems were being used. Very often the skillsets from one department to another were vastly different, and there was no single space or place for training and coordination to occur.

“Taiwan first helped us with the physical space, of creating for us an area for e-governance training, a physical facility,” Senator Gonsalves continues. “They’ve helped us to equip it, so that

provided an essential gathering space for government professionals to go to, to learn how to use equipment and to coordinate our own ICT development. They’ve also provided a number of trainers that are also doing excellent work in teaching Vincentians – not only within the government but also within the private sector – on the proper uses of the technology, and they’ve provided a great amount of software that has also helped facilitate the training process.”

Operating Under Local Ownership Thanks to Significant Capacity Building Efforts

Nowadays, the center’s own ICT specialists play host to training courses designed to support the work of government personnel from across the country, and are also working on the creation of a number of systems and platforms designed to streamline government operations. But as Senator Gonsalves explains, the smooth management of the center under local ownership has come about only thanks to significant capacity building efforts on the part of the TaiwanICDF and the ITSD.

“One of the great things about ICDF cooperation and the cooperation in this particular space is that it’s all very sustainable,” he says. “One of the things that they have done, when they first came in, was to help us to prepare ourselves to run it ourselves. They have reached a level of comfort and our own citizens now have a level of comfort with the technology and its potential that [the TaiwanICDF has] taken a step back.

They’re still there to the extent that we need them, but thus far it’s been run entirely by local talent, and we’re very proud of that.”

With the center having been officially opened in May 2013, the early stages of a new project tentatively referred to as the “Electronic Document and Records Management System Project” began to take shape through 2014.

Identified and raised by the government of St. Vincent and the Grenadines, the initiative will involve the installation of a cross-government network of infrastructure and applications capable of handling government documents and records in a standard and secure electronic format.

“It’s not necessarily the sexiest project, but it’s certainly a project that will have sexy results, because people will feel better about the way in which they are interacting with the government, and the government itself will do its business much more efficiently,” Senator Gonsalves says.

With this further cooperation in the pipeline, Senator Gonsalves says that he is very happy with how his country’s ICT revolution is progressing.

“What we have, we believe, are very resourceful, creative people that are willing to learn, and if given the opportunity can be very successful. Taiwan and the ICDF have done a great deal in helping us to realize that potential, and people are very eager to assist, very eager to learn, and, if I may say so, are doing very well in the new roles that Taiwan has prepared them for.”

Interview 2

Myknee Sirikolo, Director, National Herbarium and Botanical Gardens, Solomon Islands

Building the Capacity to Identify And Safeguard the Solomon Islands' Valuable Plant Biodiversity



“I like my job. It takes me out into the higher mountains, you have to cross flooded rivers, some nights we don't sleep in our tent because it's wet, and it's a sacrifice, to make biodiversity come to the classroom, come to the public. So it's a challenge, but it's very adventurous, that's the nature of our job.”

The scenes he's describing are a far cry from his modern hotel room in Taiwan, yet Myknee Sirikolo, director of the National Herbarium and Botanical Gardens in his native Solomon Islands, has no trouble conjuring up visions of his homeland's pristine jungle island habit.

As the Solomon Islands' most experienced botanist, Myknee leads a team of nearly 20 staff responsible for the operations of the herbarium and gardens based in the country's capital, Honiara, working under the Ministry of Forestry and Research.

Myknee is here in Taiwan as one of six Solomon Islanders participating in the TaiwanICDF's Workshop on Biodiversity and the Germplasm Conservation of Plant Resources, arranged to fit into the wider operations of an ongoing TaiwanICDF project, the Census and Classification of Plant Resources in the Solomon Islands, which is being carried out by the Solomon Islands government and the TaiwanICDF, alongside experts from Taiwan's National Museum of Natural Science and Dr. Cecilia Koo Botanic Conservation Center.

Myknee explains that the goal of the project is to establish the capacity to investigate plant resources and to perform plant conservation work. He says this is crucial not just to him

as a botanist, but also necessary to promote conservation and safeguard his country's valuable biodiversity.

To record the Solomon Islands' flora as systematically and comprehensively as possible, project implementation, running from 2012 through to 2017, involves conducting surveys from island to island.

“Since the Solomons is made up of several hundred islands, we have identified different target areas,” Myknee explains. “Like this year, the focus is to do collections on Choiseul and Isabel, two of the six biggest islands in the Solomons.”

Lectures, Visits and Hands-On Experiences Cover Crucial Conservation Work

Turning to his time in Taiwan, Myknee says that as part of the workshop he and his group have participated in a range of lectures, visits and hands-on experiences concerning the handling of plant and germplasm material. Participants initially visited Taiwan's botanic gardens and conservation sites where these kinds of activities are carried out. From there, the workshop moved on to cover specific plant groups, which Myknee says was very relevant to work in the Solomon Islands. Participants also received overviews of deeper taxonomic studies and research done by Taiwanese experts.

“One of the things that I gained here is the strong connection between scientific research, the institutions that are involved in manipulating the information brought about by scientific

research, and those who are actually using available resources to build up economic activities,” Myknee says.

Myknee is also taking a number of more practical, day-to-day examples home with him. He says that an insectivorous plant set up as a focal point at the Dr. Koo Botanic Conservation Center really attracted a lot of attention because of its “strangeness” and “mysteriousness.” These types of plants are often something that only academics have contact with, but having seen this “wow factor” in effect, Myknee says he's realized that if you give the public access then people are really curious and keen to learn. He'd like to do something similar in the Solomon Islands, as well as put up more signboards, written information and pictures to highlight the particular significance, uses and characteristics of certain key species of plants.

Overall, the workshop has left Myknee in positive spirits as the project moves forward.

“Coming here, in the last two weeks we've learned a lot and we've made plans to go back and promote more networking, sharing, trying to develop new plans to further promote conservation work and research work with the plant resources that we have,” he says.

“With new knowledge, we have confidence that we'll address these issues at a higher standard that will be more visible to the public and to our government.”

Interview 3

**Fang Chun-kai, Chief, Department of Psychiatry,
Mackay Memorial Hospital**

Taiwan's First Foray into Mental Health Assistance Hoping to Raise Overall Progress in the South Pacific



In February 2014, Fiji's Ministry of Health submitted a concept note to the TaiwanICDF focusing not on the more conventional areas of health care such as internal medicine or surgery, but rather on mental health. To confirm the project framework and appraise conditions, the TaiwanICDF proposed a Mental Health Care System Enhancement Project, and suggested that MacKay Memorial Hospital also get involved due to the hospital's long-term connection with Fiji and the relevance of its own operations to the project's potential operations. As per its project cycle, the TaiwanICDF then visited Fiji to conduct appraisals as part of the preparation phase of the project.

As a member of the assessment team and the chief of MacKay Memorial Hospital's Department of Psychiatry, Dr. Fang Chun-kai has been at the heart and soul of the project. Dr. Fang and the team not only visited Taiwan's trade mission stationed in Fiji and negotiated with the minister of health, but were also granted an audience with the country's president, highlighting the importance of the project to the Fijian government. Dr. Fang was also impressed by a visit to the WHO's Representative Office in the South Pacific, gaining an understanding of the implementation of similar projects and further confirming the direction of the development of their own project.

Taiwan's Psychiatric Expertise To Strengthen Institutional Functions And Capacity Building

When asked why Fiji has been emphasizing mental health care

and chose Taiwan as its partner for the project, Dr. Fang points out that political unrest and high suicide rates among young people over recent years have had a negative impact on Fiji's overall strength. Unfortunately, the lack of training available to psychiatrists in Fiji, conflicting training concepts in nearby countries such as Australia and New Zealand and a "brain drain" of specialists have posed a serious problem. Psychiatric practices are well developed in Taiwan, with one successful case being the establishment of the Taiwan Suicide Prevention Center, which has significantly lowered suicide and related mortality rates. The comprehensive development of related psychiatric health care systems and rehabilitation institutions, as well as the provision of training for occupational therapists in Taiwan, have become the predominant advantages attracting partner countries such as Fiji in seeking assistance.

Dr. Fang also points out that the project will aim to strengthen the functionality of agencies and enhance capacity building, explaining that in terms of strengthening the functionality of agencies, a suicide prevention center will be established under Fiji's Ministry of Health. The project will also help psychiatric hospitals in providing psychiatric day care, and enhance the functionality of psychiatric rehabilitation associations, and the integration and promotion of such functionality. As for enhancing capacity building, the primary goal will be to train personnel in providing psychiatric treatment and

rehabilitation. Trainees will be invited to Taiwan to attend professional clinical training, enhancing their knowledge and capacity in terms of occupational therapy and case management. After returning to Fiji, these former trainees will serve as teachers, working as a professional group and continuing to spread their influence.

Dr. Fang has great confidence in this first instance of cooperation with the TaiwanICDF, and in Taiwan's first foray into mental health assistance with a partner country. He is glad to have observed both rigor and flexibility in the TaiwanICDF's approach toward implementing its projects, and sees this initiative as a benchmark for his professional career.

"Fiji is the headquarters for health care training in the South Pacific," Dr. Fang explains. "If psychiatry, currently the weakest point in Fiji, can be strengthened by setting up a local mental health framework and adequate systems, then this model could potentially be reproduced throughout neighboring island countries, benefitting more than 20 countries in the South Pacific. This kind of contribution is something that no political force can match!"

Lending and Investment

In 2014, the TaiwanICDF's lending and investment operations drew on accumulated development advantages, focusing on creating production and operating environments of benefit to the private sector in partner countries. This involved, for instance, strengthening financial intermediaries operating in certain regions or countries, providing further means for small-scale enterprises to obtain financial support, and aiding Central American farmers by providing agricultural financial services to those hit by coffee rust. We also responded to partner countries' needs by participating in environmental protection projects, including waste recycling and renewable energy initiatives.

In terms of development assistance, we strengthened the connection between our operations and the international interest rates market by providing borrowers with loans priced in floating interest rates that aimed to promote our projects more smoothly.

In terms of private sector cooperation, in addition to bringing together the practical viewpoints of private sector actors, we also invited such actors to participate in investment projects such as a tilapia feed mill and a waste treatment and recycling project that aim to strike a

balance between development goals and financial sustainability.

To ensure stability in terms of the medium- and long-term development of investment activities, the TaiwanICDF has sought sustainability based on a portfolio built upon the past. In terms of lending operations, we actively responded to partner countries' needs and customized lending projects according to the requirements of such countries' national development frameworks. For ongoing loan projects, we will ensure that project scheduling makes the most efficient use of resources by reviewing processes and making proper adjustments accordingly.

In terms of interactions with international organizations, the TaiwanICDF's dialogue with such organizations regarding potential cooperation projects were based on our operational priorities. We also remained keen to acquire the latest international practices and professional know-how, applying such learning in evaluating the preparation and management of lending and investment projects and thereby assisting our organization in building a regional framework and implementation methodologies.

To safeguard investment projects, this year saw the TaiwanICDF unite in-house expertise, strengthening legal structuring and appraisal in the

early stages of the preparation of large-scale investment projects.

As of December 31, 2014, the TaiwanICDF was committed to 84 lending projects, for which commitments amounted to approximately US\$665.32 million. We were also committed to 13 investment projects, for which commitments amounted to approximately US\$100 million. We dispatched specialists on a total of 22 occasions for the purpose of attending international conferences or as part of identification, preparation, appraisal, supervision or completion missions. The TaiwanICDF's Lending and Investment Department was also responsible for managing a number of projects commissioned by MOFA, as well as for managing the Republic of China (Taiwan)-Central American Economic Development Fund. In the future the TaiwanICDF will continue to respond to the demands of partner countries and looks forward to implementing various lending and investment projects through the integration of multiple operations and applications of lending and investment instruments.

Responding to partners' needs to develop air transportation, a TaiwanICDF lending project is assisting Kiribati in renovating facilities at the capital city's Bonriki International Airport. Pictured here, the airport prior to renovation work.



Interview 1

H.E. Ambassador Teekoa Iuta, Embassy of the Republic of Kiribati in the Republic of China (Taiwan)

Co-financing of Airport Infrastructure Bringing Kiribati Closer to the World, Looking to Spur Wider Development



“Kiribati, being an island country, we cannot remain an island forever. We have to have links with the outside world, and one of the important links is international air transportation. That’s crucial to our development over the long term.”

Teekoa Iuta, Kiribati’s ambassador to Taiwan, is very well placed to tell the story behind the TaiwanICDF’s Repair and Upgrade of Bonriki International Airport Project having signed the related loan agreement between the TaiwanICDF and the I-Kiribati government in August. Designed to raise safety and standards by renovating and strengthening the runway at the capital city’s airport in line with international requirements, the initiative was originally conceived of as a standalone project, but was later integrated into a wider Kiribati Aviation Investment Project, or “KAIP,” led by the World Bank.

Ambassador Iuta’s interest in the project extends far beyond the necessary diplomatic formalities. For the ambassador, who has lived in Taiwan since the Embassy of Kiribati opened here in July 2013, the signing in fact marked the culmination of her own commitment to several years of negotiations and preparatory work in support of the project prior to being posted to Taiwan.

“My first involvement with the project was in 2009,” she explains. “That’s when I was posted to the Ministry of Communications, Transport and Tourism Development to be the permanent secretary there. The project had already been discussed at that time.

“So when I came into the ministry in 2009, initial discussions had already started with the embassy of Taiwan and the TaiwanICDF to identify a source of funding, and then when I came in I picked up from where it had started, and started the detailed negotiations of the loan, which was approved in 2010, so that’s how I was closely involved in this project.”

Meeting a Growing Need for Improved Transport Links in Support Of Wider Development

Ambassador Iuta says that the project in its original form was designed to meet a growing need for improved transport links in support of wider development.

“One of the things that I think has been a major challenge for Pacific island countries is their isolation and the difficult issue of access through air and sea transport,” she explains.

“Why is this difficult for us to have access to, or for us to be accessed from, the outside world? One of the issues that we have is that our infrastructure is not very good. Our transport infrastructure is not very good.”

Indeed, as Ambassador Iuta explains, in recent years the deteriorating state of Bonriki Airport – and the runway in particular – had gone well beyond a matter of subjective perception, and was becoming a genuine safety concern.

It was this most urgent aspect that was designed to be resolved as part of the original TaiwanICDF project, with an AUS\$14 million loan being drawn up to support the comprehensive rehabilitation of the airport’s runway, taxiway, apron

area and perimeter fencing in line with International Civil Aviation Organization standards. The lengthening of the runway as part of this process would also “future-proof” the site, allowing for the landing of larger and more-modern aircraft for years to come.

After 2010, there was a pause in the project when the I-Kiribati government expanded the scope of operations, working with the World Bank and other donors to develop the KAIP.

Ambassador Iuta explains that these additional project components will improve other physical aviation infrastructure such as Bonriki Airport’s terminal building, lighting and safety equipment, as well as facilities at Cassidy Airport on Kiritimati Island. Elsewhere, support will be given to reforming the country’s aviation sector and building capacity in airport operations and management, with the TaiwanICDF project being implemented as one of the components under the wider framework of the KAIP.

“The purpose of the project is to improve international air transportation links, because through that we believe that there will be opportunities for economic and social development, and we’ll meet the national goals of our government and also the people’s aspirations for economic and social development,” says the ambassador in conclusion.

“I feel very gratified having signed the loan, and I think it’s something, hopefully, that will bring better things to Kiribati, and also better things for our partnership with Taiwan and the TaiwanICDF.”

International Human Resources

International Workshops

The purpose of TaiwanICDF international workshops is to assist partner countries in promoting human resources. Besides introducing Taiwan's unique experiences of social and economic development, the TaiwanICDF plans and develops workshops with various themes such as trade and economics, agriculture, industrial (SME) development, public health and medicine, and the environment and education, based on the perspectives of sustainable national development and resource planning.

For years, the TaiwanICDF has shared Taiwan's advantages and successful development experiences with partner countries, responding to international development trends and the needs of partner countries by adjusting the themes of its workshops on an annual basis. Each workshop includes a brief introduction to the current state of Taiwan, and provides participants with a platform from which to approach their theme through professional communication and the sharing of experiences. Experts from industrial, government and academic fields are also invited to give lectures based around a particular sub-topic, while laboratory work and field studies can also be provided according to the features of a particular course. Each workshop

concludes with trainees attending discussions with experts and completing group presentations, aiming to enhance trainees' learning results, and ensuring that their newly acquired knowledge can be applied to future policy development, thereby upgrading institutional capacity, improving human resources and enhancing partner countries' national competitiveness.

In accordance with the needs of partner countries, the TaiwanICDF held 19 professional workshops in 2014, attended by 398 officials from 64 partner countries.

Twelve of these workshops were open to participants from across the world and conducted in English: a Workshop on Taiwan's E-Health Industry; a Workshop on the Promotion of One Town, One Product Projects; a Workshop on the Project Cycle—Design and Monitoring Framework; a Workshop on Biodiversity and the Germplasm Conservation of Plant Resources; a Workshop on Waste Management and Resource Recycling; a Workshop on Rice Seed Management; a Workshop on Sustainable Transport Development; a Workshop on the Conservation and Promotion of Indigenous Cultures; a Workshop on National Disaster Prevention and Protection Policy and Practice; a Workshop on Gender-

based Violence Prevention Policies and Protection Services; a Workshop on Tissue Culture Techniques and Healthy Seedling Propagation; and a Workshop on the Development of Information and Communications Technology in Taiwan.

Three Spanish-language workshops were held to accommodate the needs of our Latin American partner countries: a Workshop on the Promotion of One Town, One Product Projects; a Workshop on the Project Cycle—Design and Monitoring Framework; and a Workshop on the Prevention and Control of HLB in Citrus.

Four workshops were held for the benefit of specific nations in response to the needs of particular bilateral cooperation projects: a Workshop on SME Innovation Incubation and Development Management, exclusive to Kuwait; a Workshop on Aquaculture, exclusive to Saudi Arabia; a Workshop on

1 Experts demonstrate feed production as part of the curriculum of the TaiwanICDF's Workshop on Aquaculture. Pictured here, the Mariculture Research Center at Taiwan's Fisheries Research Institute.

2 The TaiwanICDF's scholarship program draws on Taiwan's higher education resources to cultivate professional talent among Taiwan's partner countries. Pictured here, international students from National Taiwan University's Department of Agricultural Economics.



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Microenterprise Creation and Microcredit, exclusive to Burkina Faso and Haiti; and a Workshop on Agricultural Marketing—Operations of Farmers' Groups and Cooperative Marketing and Production, exclusive to St. Vincent and the Grenadines.

The distribution of workshops held during 2014 by sector and number of participants was as follows: public health and medicine, one class of 23 participants (6%); environmental protection, four classes for a total of 96 participants (24%); education, four classes for a total of 88 participants (22%); ICT, one class of 26 participants (7%); agriculture, forestry, aquaculture and animal husbandry, seven classes for a total of 126 participants (31%); and trade and economics, two classes for a total of 39 participants (10%).

International Higher Education Scholarship Program

The TaiwanICDF's International Higher Education Scholarship Program was established in 1998. Offering all-English programs and curricula as part of a full scholarship, the program brings students from partner countries to Taiwan in order to assist partner countries in developing the professional talent required for their social and economic development. The TaiwanICDF integrates core assistance themes, Taiwan's own advantages and partner countries' development needs to promote the effectiveness of the program and thereby enhance and expand the effectiveness with which partner countries' human resources can continue to develop.

As of the end of 2014, the TaiwanICDF was cooperating with 21 Taiwanese universities, offering

33 undergraduate and postgraduate degree programs over a wide range of academic disciplines such as agriculture, engineering, business administration, social sciences, and public health and medicine. Some 1,335 foreign students had benefitted from the program, while 488 students from 36 countries were studying in Taiwan. The number of students enrolled by subject was as follows: agriculture, 79 students (16.19%); engineering, 111 students (22.75%); business administration, 118 students (24.18%); social sciences, 62 students (12.7%); and public health and medicine, 118 students (24.18%).

Four new study programs added to the scholarship program in 2014 included an English-taught Bachelor Program in Medical Laboratory Sciences and Biotechnology at Kaohsiung Medical University, and three Mandarin-taught

undergraduate programs at the Department of Computer Science and Information Engineering, National Dong Hwa University; the Department of Environmental Biology and Fisheries Science, National Taiwan Ocean University; and the Department of Civil Engineering, National Cheng Kung University. The Mandarin-taught programs aim to provide overseas students with more choices while studying for their degree in Taiwan.

Starting in 2013, the TaiwanICDF also held the Mandarin Scholarship Program for the Dominican Republic so as to accommodate this partner's needs in terms of Mandarin learning. The purpose of the program was to provide scholarships for talented young Dominicans to study mandarin in Taiwan. Through an intensive, one-year curriculum that incorporated small class sizes, a dedicated manager, study guidance,

Figure 2 Workshops by Sector (2014)

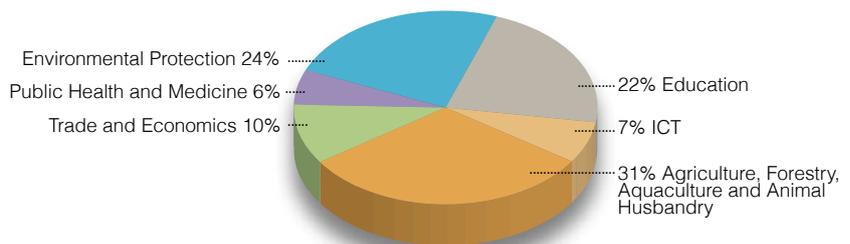
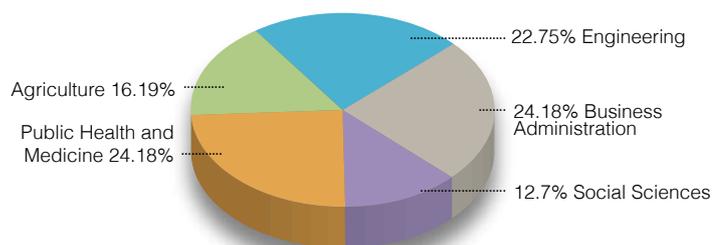


Figure 3 Students Enrolled in the International Higher Education Scholarship Program by Subject (2014)



regular supervision and a learning evaluation system, students were expected to achieve notable learning results and surpass Test of Chinese as a Foreign Language (TOCFL) Level 3 proficiency. The first class of students completed the curriculum and returned home in August 2014, while a second class of 29 new students arrived in Taiwan to begin their Mandarin tuition starting from September 2014.

In 2014, MOFA also commissioned the TaiwanICDF to cooperate with the Taichung-Changhua-Nantou Regional Branch of the Ministry of Labor's Workforce Development Agency in holding the Vocational Training Project for Youth in the Pacific, which provided a series of four three-month technical training courses covering electrical and plumbing services, automotive mechanics, refrigeration and air conditioning, and computer software and network applications. The program also included basic operations and management courses covering, for example, entrepreneurial guidance, in an attempt to raise the employment competitiveness of young people in our partner countries. In 2014, 22 trainees from five Pacific partner countries – Kiribati, the Marshall Islands, Nauru, Palau and the Solomon Islands – were admitted to the program.

In the future, the TaiwanICDF will integrate the core fields involved in its foreign aid operations, accommodating partner countries' development strategies and their need for professional talent as part of the promotion of higher education and professional training programs. Our objective is to be a provider of knowledge-based foreign aid through capacity building, professional

training and the internationalization of education.

TaiwanICDF Alumni Society

To promote networking and continued interaction with and among trainees who have previously visited Taiwan to take part in one of the TaiwanICDF's various training programs, as well as to recognize Taiwan's strengths and to promote synergy in the development and cooperation assistance provided to partner countries, the TaiwanICDF provides funding so that graduates of such training programs can establish and operate individual chapters of the TaiwanICDF Alumni Society. This promotes continued exchange and cooperation between Taiwan and its partner countries.

Healthcare Personnel Training Program

Commencing in 2005, the Healthcare Personnel Training Program provides training according to annual requirements suggested by Taiwanese embassies and representative offices, as well as the needs of the TaiwanICDF's

own medical cooperation projects. The program is managed on a flexible and customized basis to ensure that it continues to improve and can therefore become better suited to the needs of medical personnel in our partner countries. Trainees are expected to make the most of their training by becoming seed instructors, passing on the professional know-how, skills and experiences they learn to local medical personnel, ultimately for the benefit of greater and greater numbers of people in partner countries.

In 2014, the TaiwanICDF cooperated with 17 Taiwanese medical institutions in providing training for medical personnel in Taiwan. Some 37 trainees from 13 countries enrolled in the program: eight doctors, 10 nurses, five midwives, three medical engineers, two radiologists, one medical professor, three medical administrators, four system designers and one systems analyst.

Table 1 TaiwanICDF Alumni Society (2014)

Region	Country
Asia-Pacific	Indonesia, Vietnam (Ho Chi Minh City, Hanoi), Thailand, Solomon Islands, Fiji, Tuvalu, Kiribati
West Asia	Oman, Russia
Africa	Ivory Coast, Swaziland, South Africa
Eastern Europe	Hungary, Latvia, Poland
Caribbean	St. Vincent and the Grenadines, St. Kitts and Nevis, Haiti, Dominican Republic
Central America	Belize, El Salvador, Nicaragua, Guatemala, Honduras, Panama, Mexico
Southern America	Chile, Peru, Colombia, Argentina, Ecuador, Paraguay
Total 32 countries, 33 chapters	

Interview 1

Jean Prosper, Technical Coordinator, Ministry of Agriculture, Haiti

A Long-term Relationship with The TaiwanICDF Driving Personal, Professional and Agricultural Development in Haiti



The TaiwanICDF has always sought to nurture and promote the benefit of long-term relationships as part of cooperation and development work with its partner countries.

Few, however, may have had a relationship with the TaiwanICDF for as long as Jean Prosper, a Haitian who first came to Taiwan on a TaiwanICDF scholarship in 1998 and who continues to work with the organization to the present day.

Jean, a technical coordinator for Haiti's Ministry of Agriculture, acts as senior liaison in the management of two TaiwanICDF projects currently under implementation, the Les Cayes Cereal Crops Development Project and the Rice Seed Production Capacity Enhancement Project. Returning to Taiwan for this year's TaiwanICDF's Workshop on Rice Seed Management, a two-week program attended by 19 participants from 13 countries, Jean explains that using quality rice seed to raise production yields is a big priority.

"Basically, if we want to raise rice production, we need to raise the quality of seeds, suited to conditions in Haiti," Jean explains. He says that the overall aim of his current work with the TaiwanICDF is to be producing enough high-quality seed to promote seed production over 100 hectares by 2015 or 2016, and adds that he wants to pass on the know-how he's gained during the workshop to build local farmers' capacity to produce their own seed.

"We think if we have the possibility to train them, if we have the possibility to set up some seed regulation programs,

rules, then when the Taiwanese mission finishes a particular phase of work, the farmers will have the possibility to go on," he says.

Improving Food Security Through Local Production

In a sense, Jean's own career has tracked the development of the TaiwanICDF's work in Haiti, representing a series of steps designed to support agricultural development and improve Haiti's food security through local production.

When he first came to Taiwan in 1998, Jean's research at National Pingtung University of Science and Technology (NPUST) in the far south of Taiwan focused on improving rice yields with fertilizer inputs. He put this knowledge to use after graduating in 2000, when his Ministry of Agriculture placed him at the Taiwan Technical Mission in Haiti. Working with the mission for about seven years, mainly in Artibonite, Jean recalls that work there also moved on to incorporate mechanization, irrigation and water management.

Jean left Haiti from September 2008 to April 2009, but then returned for a new TaiwanICDF project in Torbeck. He's been working with Taiwan again ever since, and in line with the TaiwanICDF's plans, wants to move on to rice marketing and post-harvest processing, adding further value to local production.

Looking back to his initial connection with the TaiwanICDF in 1998, Jean recalls how quickly it all came together, saying that when he had not long been working for the Ministry of Agriculture, he

was shown some application forms for studying in Taiwan.

"One of my bosses asked me, 'Do you want to go to Taiwan?' and I told him, 'Yes.' Fifteen days from the date I filled [in] the [form] and I go to Taiwan."

Jean says that within a week of graduating, the Ministry of Agriculture had assigned him to work with the Taiwanese mission, and from there he started to get promoted. He says that his time in Taiwan provided the initial chance that allowed him to work and to "get a little money, enough to start a family."

Now nearly two decades after Jean originally came to Taiwan, the TaiwanICDF's International Higher Education Scholarship Program provides scholarships for placements on 33 programs at 21 universities, and has brought well over a thousand students to Taiwan over the years.

Back in 1998, however, NPUST's master's program in tropical agriculture for overseas students really was the first of its kind in Taiwan – the one that started everything off – and as part of that inaugural intake, Jean was one of very few foreigners around on campus.

Having worked alongside Taiwanese colleagues in Haiti for many years now, Jean says that one of the biggest changes is that his own Chinese has improved enough to communicate with people here in the local language — something he's more than happy to demonstrate in a final remark offered up in a combination of Chinese and English.

"Xie xie [thank you], Taiwan, for implementing this workshop!"

Interview 2

**Marike Solvalu, Community Mental Health Nurse,
St. Giles Hospital, Fiji**

Long-term Experience from Taiwan Inspiring Progress, Developing Fiji's Human Resources in Mental Health Care



The TaiwanICDF's Healthcare Personnel Training Program was conceived to support the development of partner countries' professional medical human resources by bringing health care professionals to Taiwan for two to three months of on-the-job training at affiliated hospitals.

Having already played host to a number of health care professionals from Fiji and dispatched personnel to the South Pacific nation as part of health care-related TaiwanICDF missions, this past summer saw Mackay Memorial Hospital in Taipei welcome a further group of Fijian trainees to Taiwan.

One of this year's three Fijian participants, Marike Solvalu, spent eight weeks with Mackay's psychiatric department. Back home, Marike is a community mental health nurse based at St. Giles Hospital, a mental health facility in Suva, Fiji's capital city. It's the largest institution of its kind in the South Pacific region outside of Australia and New Zealand, having a capacity to deal with 120 patients.

Working with Vast Experience in A Multidisciplinary Environment

Looking back over his participation in the Healthcare Personnel Training Program, Marike says that his first four weeks at Mackay were focused on understanding how personnel assess clients with mental illnesses or disabilities, look at individuals' strengths and weaknesses, and, building on their strengths, work toward practical solutions that increase their capacity. He says that it was not only

useful to work with people with vast experience, but also to work with people in a multidisciplinary environment, and with occupational therapists in particular. Working alongside dedicated occupational therapists, as well as psychologists and job counselors, he's been really impressed by the outcome of these team efforts in terms of the impact upon clients' lives.

As the program progressed, Marike also had the chance to see how Mackay's community-based rehabilitation efforts help clients move from acute care to rehabilitation, and then from rehabilitation to sheltered accommodation.

"One of the areas that I will say I'm confident in after this training, that I have a better way by learning from Taiwan's experience, is how to move progressively from each stage, to ensure that at the end of the line those who live with mental health illnesses, they are able to adjust and live a normal life," he says.

Observing this progression took Marike out of the hospital's psychiatric ward and into its day care rehabilitation center, as well as the Joy Café, an initiative developed as part of the hospital's sheltered workshop. Based within the hospital, the café provides those at a more advanced stage of rehabilitation with constructive, real-life employment and responsibilities within a safe environment monitored by job counselors.

"It's amazing to see the different skills and abilities," Marike says, referring to the clients he met working there.

Support to People Living with Mental Illnesses and Disabilities within the Community

The rest of the program took Marike even further afield, with visits to an external psychiatric rehabilitation center, and to a government workforce development agency. There was also the Little Shell Workshop, a soap-making business employing people with autism, while a visit to a halfway house also left a big impression.

As for the future of mental health care provision in Fiji, Marike has taken heart from the long-term experience of those he's met in Taiwan. He says that his greatest motivation has been the insight that real progress is possible back home.

"Looking at Taiwan's history, you realize Taiwan was developed over the last 20 to 30 years," he says. "It really empowers me that, even though we do not have resources, that should not be a barrier or an excuse. We can just modify some things, start somewhere. Modify some equipment, to come up with something. The idea to 'come up with something' has become clearer to me now.

"Before attending this training I did not have that capacity to think outside the box, but I'm happy that after this training I have a lot of insight and I can foresee a lot of progress and ways to develop the community in terms of employment, supporting employment for people with [mental illnesses and] disabilities."

Humanitarian Assistance

The TaiwanICDF endeavors to provide emergency relief and post-disaster recovery in partner countries in the wake of natural disasters, conflict, epidemics or ethnic unrest, aiming to assist returnees in recovering from such crises and returning to normal life as safely and quickly as possible.

In 2014, the TaiwanICDF managed six humanitarian assistance projects:

Haiti New Hope Village Residents Resettlement Project—Phase II: After the major earthquake which struck Haiti's capital in 2010, the Taiwanese government built New Hope Village, as part of which the TaiwanICDF was commissioned to provide residents with a range of training. The TaiwanICDF has continued to cooperate with the Haitian government since January 2012, helping residents in resolving water supply issues and providing substantial assistance toward their means of livelihood. Specifically, we provided residents with agricultural assistance and vocational training, and cooperated with the Red Cross Society of the Republic of China (Taiwan) in providing assistance for the construction of a water supply system. The project, completed in April 2014, has greatly improved the lives of New Hope Village residents by improving livelihoods and providing a stable water supply.

Food Security Assistance for IDPs, Returnees and Host Communities in the Abyei Area: After the independence of South Sudan in 2011, significant numbers of refugees entered the Abyei area, putting pressure on the area's already limited resources. The TaiwanICDF cooperated with Mercy Corps in implementing this project from October 2013 to May 2014, providing the agricultural materials

needed to produce food alongside agricultural training, and also dispatching two volunteers to train local government officials. The project built basic capacity in food production while reducing dependence on international food aid.

Assisting the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province, Philippines: Leyte Province in the Philippines was one of the areas most affected when Typhoon Haiyan hit the country in 2013. The majority of basic health centers there were severely damaged, and the shortage of health care-related human resources and supplies of medicine resulted in a shortfall in health care services for local residents, causing outbreaks of infectious diseases. In June 2014, the TaiwanICDF cooperated with World Vision Taiwan in enhancing the capacity of community health care personnel in Leyte, providing medical support such as equipment and medicine, and dispatching a volunteer to manage and supervise the project, so that the province's basic health centers could be rehabilitated and thus fit to provide the community with improved access to health services.

Addressing Health and Hygiene Needs of Those Affected by the Solomon Islands Flooding in Weathercoast, Guadalcanal, Solomon Islands: The most serious flooding in the history of the Solomon Islands took place in April 2014. Countless public facilities in Guadalcanal Province were damaged, having a severe impact upon public health, and particularly upon water supplies, resulting in several outbreaks of conditions such as diarrhea. The TaiwanICDF is cooperating with World Vision Taiwan to address the health and hygiene

needs of those in affected areas by raising awareness of public health, restoring water supply systems, and providing the pens and corrals needed to raise livestock. The project is improving public health and hygiene conditions in affected areas, restoring living conditions and improving communities' knowledge of health and hygiene.

Tuvalu Post Drought Recovery Project: To resolve a water shortage crisis caused by drought in Tuvalu, the TaiwanICDF is assisting the local government in installing catch basins and water collection pipes that will improve local water storage issues.

Well Rehabilitation in Host Communities, Jordan: The outbreak of civil war in Syria in 2011 has forced more than 3 million Syrian refugees to migrate, with Jordan accepting more than 600,000 such exiles. The influx of these refugees has exacerbated problems with already poor water supply and sewage treatment systems, and in Irbid and Mafraq provinces in northern Jordan, water shortages have worsened. The TaiwanICDF is therefore cooperating with Mercy Corps to restore two existing wells, also making improvements to water supply capacity, and will dispatch a water resource expert to the site Jordan to provide technical assistance. The project will improve the water supply rate of each well, benefitting some 15,000 people per day.

In the future, the TaiwanICDF will continue to build partnerships with international NGOs, working together on international humanitarian assistance projects, hoping to integrate resources and to enhance aid effectiveness, and providing partner countries with timely humanitarian assistance, maximizing the effects of international cooperation.

Interview 1

Mars Hu, Team Leader, World Vision Taiwan

Becoming a Partner of Emergency Aid from The Perspective of Reconstruction and Development



“In terms of emergency relief, World Vision Taiwan has been cooperating with the TaiwanICDF for more than 13 years, mostly distributing materials and providing grants,” says Mars Hu, a team leader with World Vision Taiwan’s International Programs Group. “When Typhoon Haiyan hit the Philippines at the end of last year [2013], besides providing financial grants, the TaiwanICDF also played a partnership role, dispatching a specialist volunteer to assist in the reconstruction and development of affected areas. It’s really shown us a different side to your ambitions!”

Typhoon Haiyan hit the Philippines on November 8, 2013, causing in its wake outbreaks of infectious diseases such as acute respiratory disease, diarrhea and skin conditions in areas such as Leyte Province. The majority of basic health centers were damaged by the typhoon, resulting in a shortage of health care-related human resources, medicines and medical equipment, and a shortfall in suitable health services for victims in affected areas. Conditions were all the more critical for vulnerable groups such as women and infants.

TaiwanICDF Funding and Human Resources Brings Professionalism And Rigor to Management Processes

To resolve this problem, World Vision Taiwan raised funding and pledged US\$1 million toward a restoration fund for 18 village health centers in Leyte Province. Assistance for medical equipment such as instruments and

medicine, as well as personnel training, would be provided by the TaiwanICDF. In June 2014 the two organizations signed for a joint project – Assisting the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province – designed to restore local health services and provide survivors with essential medical care.

Mars says that the TaiwanICDF not only pledged to invest US\$200,000 to support the recruitment and training of health care personnel scattered by the typhoon, so that such personnel could prepare anew for the rapid provision of health services, but also provided new supplies and instruments such as weighing scales and basic medicines, as well as printing and distributing health education and promotion materials so as to enhance health education in affected areas. Furthermore, he adds, the TaiwanICDF also provided advice on project concepts, and the project’s design and monitoring framework in particular, with consistent negotiations and discussions on the implementation of the project allowing the two organizations to form a comprehensive and professional project.

In addition, the massive scope of the damage caused by Typhoon Haiyan drew the attention of the international media, and with the TaiwanICDF having dispatched a volunteer with a background in nursing and public health to provide services in affected communities, Taiwan’s efforts and contribution not only received praise from Philippine authorities, but also allowed the media to witness Taiwan’s

contributions in aiding the Philippines. World Vision Taiwan’s personnel in the Philippines were also highly grateful for the performance of the TaiwanICDF volunteer in affected areas.

The project component sponsored by the TaiwanICDF was completed at the end of September. Reviewing the process, Mars says that World Vision Taiwan is proud to be one of a few domestic NGOs to be cooperating with the TaiwanICDF, witnessing the transformation of the TaiwanICDF from a donor to a partner, and facilitating the chance to cooperate with large international organizations. He says he hopes to cooperate on further long-term cooperative projects in the future, and hopes for more communication and discussion in the field of public health.

Interview 2

Ju Jia-jeng, TaiwanICDF Project Manager in Haiti

Haiti's Recovery from Earthquake Yielding Sustainable Development Through Ownership



A severe earthquake hit Haiti in 2010, killing more than 200,000 and leaving 1 million survivors homeless. In helping with the recovery of Haiti, the Taiwanese government proposed the Haiti Earthquake Calamity Recovery Assistance Project, which included the construction of New Hope Village.

In 2012, the TaiwanICDF began to promote Phase II of its Haiti New Hope Village Residents Resettlement Project in cooperation with the Red Cross Society of the Republic of China (Taiwan), looking to support the long-term livelihoods of the 1,500 residents living among the village's 215 households. The TaiwanICDF helped residents overcome their difficulties by improving agricultural production and vegetable extension operations, by providing bamboo handicraft training and instruction to farmers' organizations, and by restoring the water supply system at the site.

Certain features of the project were implemented by Haitian counterparts, with assistance from the TaiwanICDF, so as to support the goal of sustainable development. The New Hope Village Water Supply System Project, a sub-project of the resettlement project, is one such example, having initially been designed and planned by the TaiwanICDF in cooperation with Haiti's Ministry of Agriculture and the National Directorate for Water Supply and Sanitation at Haiti's Ministry of Public Works, Transportation and Communications. The TaiwanICDF dispatched a project manager to assist with the implementation of the project.

Establishing Organizations and Effectively Managing Water Resources through Education And Training

Ju Jia-jeng, the TaiwanICDF project manager responsible for the water supply project, explains that the project's hardware construction can be divided into three parts. The first part involved accessing and distributing water; and the second and third parts involved setting up water storage and supply systems. Personnel therefore selected rivers whose water met health standards, and initially went about constructing weirs. Having created enough water storage, they built filter chambers and water conveyance canals and pipelines that would deliver the water to New Hope Village.

In order to ensure project ownership, the residents of New Hope Village took over the management of the project after it was completed. In addition to hardware construction, residents were taught how to repair the water supply facilities, establish management committees, plan the system's operational management and maintenance mechanisms, and manage water sources more effectively through the strength of organizations, promoting sustainable development in the hope of successfully phasing over the project in the future.

The water supply system was completed in April 2014, proving for the TaiwanICDF that implementing the principles of ownership, alignment, mutual accountability and managing for results espoused by the Paris

Declaration on Aid Effectiveness really can improve aid effectiveness. The project directly benefitted local residents with a stable, clean water supply and improved livelihoods, with the system capable of supplying water to a school and health center in the village, as well as irrigating about 50 hectares of neighboring farmland, safeguarding residents' health and agricultural livelihoods. Children who would previously spend 4-5 hours carrying water from the river can now save time and resume their studies.

"If you asked what was the greatest reward of implementing this project," Jia-jeng concludes, "I'd say spending seven years abroad with the TaiwanICDF, I was originally a technician within a mission and focusing on my own profession. But after I took on this project, working more independently on certain project processes, my perspective on project management, my capacity for communication and negotiation, and even my way of thinking about aid as a profession, all became more rigorous and well-rounded. But most of all, seeing the gratitude of the Haitian government and the smiles on residents' faces, that was my greatest accomplishment!"

Overseas Volunteers

Some 619 volunteers have provided either development or humanitarian assistance in 37 countries as part of the TaiwanICDF Overseas Volunteer Program since its inception in 1996.

In 2014, 22 newly recruited short- and long-term volunteers were dispatched to serve in 10 partner countries – Panama, Nicaragua, St. Lucia, Thailand, the Philippines, Tuvalu, Kiribati, Nauru, Malawi and South Africa – so that a total number of 61 overseas volunteers served during the year.

As well as playing their role in development assistance, TaiwanICDF volunteers are also responsible for promoting culture and for introducing our partner countries to Taiwan's rich human and social qualities. For instance, Lin Yen-jan, Tsai Yi-pei and Lee Tsai-yen, who worked as English- and Mandarin-teaching volunteers in Nicaragua, held projects such as "Formosa Discovery" and "Taiwan Week" in the universities where they were serving, drawing in local people and improving their understanding of Taiwanese culture through creative activities. Elsewhere, Tao Yu-lin, an English-teaching volunteer in Tuvalu, used the Postcrossing postcard-exchange website to hold a "We Are One" project at the elementary school where she was serving, connecting to schools with the TaiwanICDF Overseas Volunteer Program in northern Thailand via activities such as postcard exchanges. As such, besides demonstrating and delivering their teaching experiences, volunteers were also able to connect and introduce a host of resources, adapt to local communities, and play an important role as ambassadors for cultural communication between

Taiwan and the rest of the world.

TaiwanICDF volunteers also engaged in the development of government sectors and participated in local capacity building. For instance, Hsiao Mei-wen, a volunteer in São Tomé and Príncipe, worked with the tourist sector in holding a project that yielded the design of city maps and promotional products for use at tourism expos, also encouraging local enterprises to take out joint advertisements. Besides enhancing the service quality of colleagues in the Ministry of Tourism, Mei-wen also introduced marketing concepts to increase the sustainability of budgets. Alongside these activities, English-teaching volunteer Chen Ya-ling also trained local English guides, demonstrating the TaiwanICDF spirit in establishing partnerships and sharing experience with local people.

Based on the TaiwanICDF's practice of integrating its projects and volunteer services, a project-based volunteer was also dispatched to introduce microfinance mechanisms and capacity building operations as part of our Lending and Investment Department's Microfinance Development Fund—Pilot Project in Nauru, assisting in the local development of microfinance operations and building the capacity of government personnel. For the Strengthening the Management of HIV/AIDS, Tuberculosis and Hypertension among Mobile Populations in Southern Africa Project, implemented in partnership with Norway's Luke International, TaiwanICDF volunteers also produced a film advocating health care awareness in Malawi and South Africa. Elsewhere, the TaiwanICDF cooperated with World Vision Taiwan to implement a joint project, Assisting

the Recovery of Typhoon Haiyan-affected Health Centers, Leyte Province, dispatching a volunteer to assist with the supervision and monitoring of the project. This initiative represented the second time that the TaiwanICDF has signed a cooperation agreement covering the dispatch of volunteers with an international NGO, following a similar, previous agreement signed with Mercy Corps.

In terms of expanding our pool of volunteer talent, we organized five volunteer camps in Taipei, Taichung and Kaohsiung throughout 2014 so as to facilitate a better understanding of the goals of and process involved in the TaiwanICDF's dispatch of long-term volunteers among the public. These camps, which also sought to establish and develop the correct concepts and awareness required for participation in international volunteering, were attended by 82 participants in total. In late April 2014, we also held an International Volunteer Seminar and Special Exhibition at Huashan 1914 Creative Park in Taipei to engage the public, increase the TaiwanICDF's visibility and actively promote the TaiwanICDF Overseas Volunteer Program through a touring photography exhibition, a display of partner countries' special cultural relics, and introductions to the countries that play host to our volunteers.

Finally, the TaiwanICDF also held volunteer promotion events on university campuses around Taiwan, hosting various overseas volunteer experience-sharing activities and courses to shorten the distance between the TaiwanICDF and young students, and to inspire their interest and willingness to participate in the TaiwanICDF Overseas Volunteer Program in the future.

Interview 1

Ye Xiao-qun, Agricultural Marketing Volunteer, St. Lucia Getting Back to the True Meaning of Service



“Hello, my name is Lucia.”

Ye Xiao-qun, an agricultural marketing volunteer, says that every time she introduces herself to local people using her English name, they tend to be surprised at the coincidence of finding her here on the island of St. Lucia.

Asked why she gave up her position as an experienced marketing analyst at a foreign company to serve as a volunteer in an unfamiliar country, Xiao-qun’s answer is calm and composed: “I just wanted to perform some meaningful service for others before I reach middle age.”

As such, having registered for overseas volunteering and then participated in post-recruitment training, Xiao-qun fulfilled her wish by commencing two years of overseas service.

St. Lucia, located at the heart of the Lesser Antilles in the eastern Caribbean, is well known as a tourist location, although the country’s agricultural sector remains undeveloped due to the hot climate, limited space for farmland and the small-scale of domestic market demand.

Marketing Volunteer Wins Praise of A Partner Country through Expertise

Xiao-qun studied for her master’s degree in the United States and has practiced marketing for years. Although agriculture is not something she is familiar with, she has devoted herself with the same spirit as she did in her own career, learning and working at the same time, and introducing her

marketing expertise to farmers and local officials. Besides visiting farmers and holding farming lectures with her colleagues at the Ministry of Agriculture, Xiao-qun personally promotes local crops among supermarkets, visits traditional markets, trains local market researchers and interviews vendors, and analyzes the latest sales information for farmers. Her work has successfully reversed a past dependency on imported vegetables, engendering a shift toward local production and sales.

Xiao-qun’s success in implementing her project has won her much praise from colleagues in the Ministry of Agriculture, as well as built a consensus around team work. And when asked about the challenges involved in cross-cultural work, Xiao-qun’s response remains typically measured.

“People are the same; the only difference is the color of the skin,” she says. “The working environment might look different, but my attitude to work has remained the same.”

After nearly 700 days, Xiao-qun says her biggest gain has been the cooperation and consensus she developed with her local colleagues. She has really cherished the rare opportunity to acquire cross-border working experience in an all-English environment.

Here on this beautiful island, Xiao-qun enjoys spending her leisure time playing piano, reading English literature and watching foreign films. She also invites friends to travel during holidays, enjoying the beaches, the sunshine and the beautiful landscape. This,

Xiao-qun says, is the biggest bonus of being a volunteer in the Caribbean. It’s been a journey that has allowed her to understand the possibilities in life.

Perhaps “Lucia” was always destined to come to St. Lucia.

Taiwan Youth Overseas Service (Alternative Military Service)

MOFA has commissioned the TaiwanICDF to implement the Taiwan Youth Overseas Service since 2001. To date, 14 groups totaling 1,092 servicemen have been dispatched to partner countries, where they have assisted Taiwan's technical and medical missions on implementing various projects.

The service period of the Taiwan Youth Overseas Service is approximately one year, including around 10 months of actual overseas service. Servicemen are first required to complete three weeks of basic military training and six weeks of professional and language training in Taiwan, as well as attend various courses designed to confirm personal competencies, including programs dedicated to cultural and psychological adaptation, life management, first aid training, health care, and disease prevention and control. Servicemen are in principle dispatched to serve at medical and technical missions in countries that maintain diplomatic relations with Taiwan, and not to countries or regions undergoing war or civil unrest.

In 2014, 86 servicemen were enrolled into the service's 14th group, to work in various fields including

farming, forestry and fisheries categories such as agriculture and horticulture, aquaculture, animal husbandry, and pest control; in public health and medicine categories such as medicine, dentistry, medical laboratory sciences, and public health; in languages such as Spanish and French; in management categories such as economics and trade, business management, information management, and tourism; and in design categories such as industrial design. Specialisms newly introduced in 2014 included nutrition, agrology and life sciences, covering a broad range of professions. After completing their initial, six-week period of professional training, servicemen were dispatched to 13 technical and medical missions and 18 special projects in 17 countries throughout Asia-Pacific, Central and South America, the Caribbean and Africa in early November 2014.

Since the implementation of this program to date, the Taiwan Youth Overseas Service has become a key element of Taiwan's overseas assistance to partner countries, with the assistance that servicemen provide in supporting the operations of the TaiwanICDF's overseas

technical missions proving to be significant. Gaining overseas experience also helps servicemen to greatly improve their language skills and professional capacity, as well as providing a chance to understand the people and culture of many different countries, and gain a better perspective of the development potential of developing countries. Many servicemen go on to become outstanding talents and take on prime positions relating to foreign affairs and assistance. To take the TaiwanICDF as an example, 95 former servicemen had participated in the TaiwanICDF's domestic or overseas projects as of the end of 2014, demonstrating the program's concrete and sustainable contribution to the development of quality human resources in Taiwan.

- 1 Liao Hsin-yao, an expert in agricultural marketing working at the Investment and Trade Service Mission in Central America through the Taiwan Youth Overseas Service, assists Guatemala in its agricultural exporting efforts.
- 2 Tai Yu-lin, working at the Taiwan Medical Mission in Burkina Faso through the Taiwan Youth Overseas Service, assists with an internal medicine consultation.



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2

Interview 1

Peng Yuan-qing, Taiwan Youth Overseas Service

Looking Beyond Campus Life: Pursuing An Ambition to Participate in International Assistance



Peng Yuan-qing, a 26-year-old graduate of National Taiwan University's Department of Agronomy, is a unique individual. He began to prepare for the Taiwan Youth Overseas Service while still at college.

"I expected to learn foreign languages and improve my specialties during my service," he explains. "Overseas experience will serve as a springboard to my future participation in foreign aid operations."

To this end, Yuan-qing started out on this road during college. For instance, using a book called *How to Change the World* as his framework, he submitted a proposal to the Build a Dream Project sponsored by the Hakka Affairs Council, and ended up spending two months visiting the leaders of social enterprises in Nepal, Bangladesh and India. He then took his national examination as soon as he'd graduated from college, obtaining his agricultural technician certificate and attaining professional recognition. In the first year of his graduate program, he joined MOFA's International Youth Ambassadors Exchange Program and visited Nauru in the South Pacific, taking part in cultural exchanges.

Thanks to these experiences, Yuan-qing successfully applied for the Taiwan Youth Overseas Service after leaving graduate school, going on to provide services at the Taiwan Technical Mission in Nicaragua. As a member of the 124th overall round of draftees, Yuan-qing returned to Taiwan in September 2014 and is now recalling his service of the past year. From his initial stay at Chengkungling military training camp in

Taichung through to the TaiwanICDF's overseas service, he continually challenged himself and sought to broaden his vision.

Adapting to Local Life and Turning Theory into Practice

Yuan-qing served as an assistant technician at the technical mission, working under other technicians in conducting field studies, and putting the theories he'd learned in class into practice so that he could gain a better understanding of his weaknesses. While working with local technicians, Yuan-qing insisted on using Spanish when teaching the use of statistical software and when assisting with data analysis, which resulted in great improvements to his Spanish proficiency over a short space of time. He also took the initiative to support the mission's project planning activities, gaining a deep understanding of the operations of the TaiwanICDF's project management system, and becoming familiar with implementation processes.

Besides progressing in his work, the other important thing that Yuan-qing gained was the ability to adapt to life overseas and to local customs. And thanks to the instruction of his fellow technicians, his culinary skills were much improved, too.

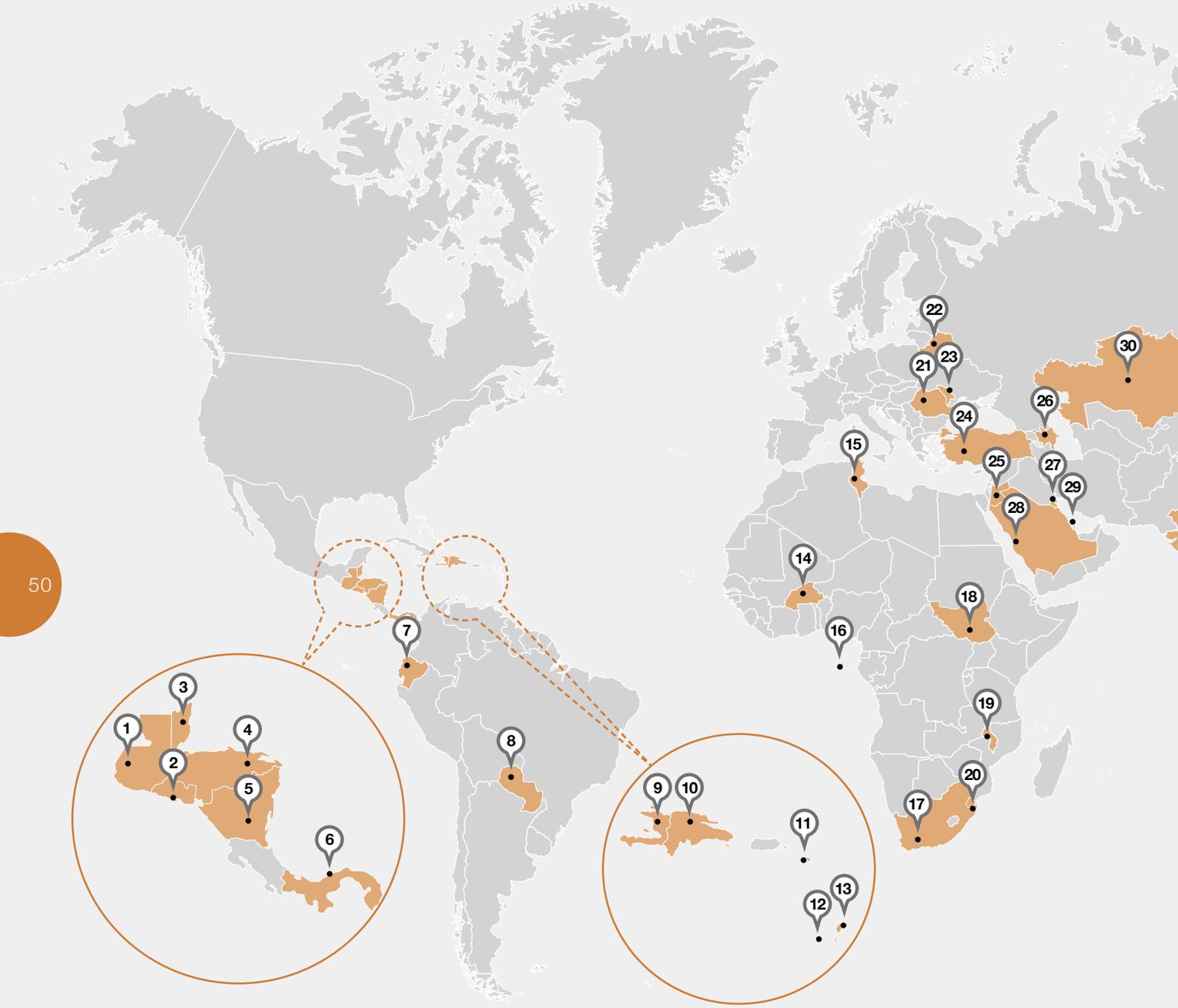
"I love to work in developing countries," he says excitedly. "In these places, I understand more and more that the most important essence of agriculture is to do with reaching harmony between human beings and nature. In an age of resource depletion

and dramatic climate change, we can only live peacefully with nature by listening carefully to the voice of the land and by rethinking the value of life."

In just a year, the influence of different cultures and projects transformed Yuan-qing into a mature and pragmatic man. He acquired a professional attitude and wisdom from members of the technical mission, as well as from local farmers, and continues to examine his own limits, sometimes wondering whether he can contribute to the same degree.

"However, each time I think of the happiness I felt when interacting with local people, as well as the praise and encouragement I got from those above me, I really feel a surge of warmth," Yuan-qing says. "It's a powerful force pushing me toward a career in international assistance!"

2014 Cooperating Countries and Projects





- Overseas Missions
- Technical/Humanitarian Assistance Projects
- Lending and Investment Projects
- TaiwanICDF Overseas Volunteers Program
- Taiwan Youth Overseas Service

Central America

1 Guatemala	●	●		●	●
2 El Salvador	●	●	●	●	●
3 Belize	●	●	●		●
4 Honduras	●	●	●	●	●
5 Nicaragua	●	●	●	●	●
6 Panama		●		●	

South America

7 Ecuador	●				
8 Paraguay	●	●			●

Caribbean

9 Haiti		●			●
10 Dominican Republic	●	●			●
11 St. Kitts and Nevis		●	●	●	●
12 St. Vincent and the Grenadines	●	●	●		●
13 St. Lucia	●	●		●	●

Africa

14 Burkina Faso	●	●	●		●
15 Tunisia			●		
16 São Tomé and Príncipe	●	●		●	●
17 South Africa		●	●	●	
18 South Sudan		●			
19 Malawi		●		●	
20 Swaziland	●	●	●		●

Europe, Central and West Asia

21 Romania				●	
22 Belarus				●	
23 Moldova				●	
24 Turkey				●	
25 Jordan		●			
26 Azerbaijan		●	●		
27 Kuwait		●			
28 Saudi Arabia	●	●			
29 Bahrain	●	●			
30 Kazakhstan				●	
31 Mongolia				●	

Asia-Pacific

32 India				●	
33 Thailand		●		●	
34 Indonesia	●	●			
35 Philippines		●		●	
36 Palau	●	●		●	●
37 Papua New Guinea	●	●			
38 Solomon Islands	●	●	●		●
39 Nauru	●	●		●	●
40 Marshall Islands	●	●		●	●
41 Tuvalu	●	●		●	●
42 Kiribati	●	●	●	●	●
43 Fiji	●	●			●